DEPARTMENT of HEALTH SERVICES
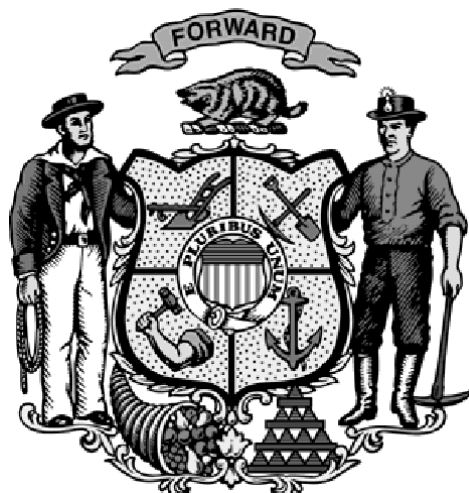
WORKFORCE PLAN

2009-2011

Karen E. Timberlake
Secretary

1 West Wilson Street
Madison, WI 53703

http://dhs.wisconsin.gov/
P-00235 (07/2008)

TABLE OF CONTENTS

I. INTRODUCTION

With the creation of the Department of Children and Families as a separate agency, the Department of Health and Family Services moves into the 2009-2011 biennium as the Department of Health Services. The Department of Health Services (DHS) continues to be responsible for a vast array of programs and services including long term care, physical and developmental disability, sensory disability, substance abuse, mental health and public health, regulation and licensing of a variety of facilities, operation of care and treatment facilities, the nutrition assistance programs, family care, medical assistance and health care for low income families, elderly and disabled persons. To carry out these many and various responsibilities, DHS has more than 5,000 permanent employees in more than 425 different job classifications. Recruitment, retirement vulnerability and turnover are significant concerns for the Department:

- Approximately 97% of DHS employees fall into a job classification that meets the Office of State Employment Relations' (OSER) definition of "retirement vulnerable".

- Nearly 23% of current DHS employees were eligible to retire by the end of fiscal year 2006. By the end of fiscal year 2009, this number is projected to increase to nearly 36%.

- At least two-thirds of the employees in every division are age 40 or older and in some divisions, more than half are age 50 or older. Among Department managers, nearly 50% are 50 or older and over 80% are age 40 or older.

The following demographic data underscores the potential threat posed by an aging workforce, as well as the difficulties attracting and retaining qualified and competent workers, particularly in health care-related occupations.

DHFS: Who We Are Today

A demographic snapshot of the Department of Health and Family Services in January 2008 looked like this:
- 5,827 Permanent Employees (5524.09 FTE); 436 Limited Term Employees (LTEs)

- 66% Female, 34% Male

- 12% Minority

- 88% Full-Time, 12% Part-Time

- 86% Represented, 14% Non-Represented

- Average Age = 45.9 years; Average Seniority = 12.8 years

- Youngest Employee = 18 years old; Oldest Employee = 81 years old

- 12% under age 30; 71% over age 40; 43% over age 50; 8% over age 60

- DHFS uses approximately 420 different job classifications

- Approximately 33% of DHFS employees are in one of the following four classes: Resident Care Technician 2 (829); Psychiatric Care Technician (481); Resident Care Technician 1 (295); Nurse Clinician 2 (275)

A more detailed look at DHFS demographics can be found in Appendix II, at the end of this report.

Key Trends and Indicators

Recruitment
- Minority Representation has increased from 9.4% in June 2002, to 10.9% in June 2005, to 12.2% in January 2008

- Total internal promotions, calendar years 2003-2006 = 369; numbers increased each year from 71 in 2003 to 137 in 2006 (last full year for which data was available)

Retention
- Over 6,100 total terminations (including internal transfers, promotions, discharges, layoffs, retirements, among other reasons) between January 1, 2003, and December 2007.

- RCT 1 turnover, Fiscal Year (FY) 2007 = 58%; NC2 turnover = 19%

- RCT 1 turnover, FY2005 = 57%; NC 2 turnover = 22%

Retirement Vulnerability
- 25% eligible to retire today (based on minimum age); 15% eligible to retire with no reduction due to age.

- 38% eligible to retire in next three years (minimum age); 27% eligible with no reduction due to age.

- 648 total retirements, calendar years 2003-2006. The number of retirements increased each year.

- Percent of employees age 50+ has increased from 34% in 2002 to 43% in 2008; percent of employees age 60+ has increased from 4.1% in 2002 to 7.6% in 2008

- Average age has increased from 44.3 (June 2002) to 45.4 (January 2008)

During the 2009-2011 Workforce Planning cycle, the Department of Health Services (DHS) will work to accomplish a variety of strategic priorities in attaining the agency's mission to promote and protect the health and safety of the people of Wisconsin.   Our priorities include but are not limited to:

- Childless Adults Expansion - Working toward the successful expansion of the BadgerCare program for Childless Adults.
- Badger Choice - Modifying and expanding the current online tool for applications, self-assessment, case management and reporting changes; and proactively identifying qualifying individuals to enroll in State health care programs.
- FamilyCare Expansion - Becoming a statewide program during the next five years providing managed long-term support for frail elders and adults with developmental and physical disabilities.
- MMIS/interChange Implementation - Meeting the informational, operational, and administrative needs of the day-to-day management of the $3.8 billion Wisconsin Medicaid program and other DHS programs.
- E-Health - Advancing adoption of electronic health records and exchange of health information through the e-Health initiative's public-private partnerships.
- Transition to new DHS and DCF departments - Working collaboratively with the newly created Department of Children and Families to create opportunities for children to grow up safe, healthy, and successful in strong families.
- Vital Records Project, Phase I implementation – Procuring and implementing a new information technology system to enhance the automation of the state's official records of births, deaths, marriages, and divorces.
- Ensuring privacy of health information – Rededicating ourselves to ensuring that we protect the privacy of all the personally identifiable information we collect safeguarding the security of this sensitive information.

As we implement these priorities, we continue to focus on prevention, access to services, quality, cost containment, and results and outcomes. As the newly configured Department of Health Services, we begin the 2009-2011 biennium re-affirming goals in support of our priorities to

- Assure the health, safety and well being of Wisconsin citizens while emphasizing prevention
- Make Wisconsin a national leader in reforming health care;
- Improve the lives of Wisconsin seniors and people with disabilities;
- Increase opportunities for children to grow up safe, healthy and successful in strong families; and
- Sustain a high-performing organization that is customer-focused and values our partners and employees.

In addition, we of the Department of Health Services continue our commitment to live out our values including

Integrity, Trust and Respect – Creating trust by being honest, reliable and ethical. Demonstrating integrity and trust through our actions. Treating customers and co-workers with respect.

Commitment – Striving for excellence and effectively using resources entrusted to us. Managing public resources responsibly, outperforming budget expectations and leveraging technology to support good decision making and achieving results.

Innovation and Creativity – Encouraging innovation, creativity and critical thinking. Leading change effectively, identifying emerging trends and advancing knowledge.

<u>Consumer and Family Focus</u> – Focusing on the customers; promoting respect, choice and positive outcomes for each individual and family, balancing individual liberty with the common good.

<u>Collaboration and Responsiveness</u> – Ensuring the involvement of consumers, citizens, providers, communities and government agencies in our work. Encouraging collaboration with departmental colleagues and our external partners and key stakeholders.

<u>Staff</u> – Recognizing, valuing and supporting all employees. Rewarding excellence and the contributions our employees make to the organization.

<u>Diversity</u> – Fostering diversity within our workforce. Recognizing the diversity of our customers and valuing their unique contributions.

To achieve success in meeting its strategic priorities, DHS must be able to recruit, hire and retain "the right people with the right skills, experiences, and competencies in the right jobs at the right time." Resulting from an intensive, department-wide effort to identify critical workforce planning challenges, the DHFS Workforce Plan 2007-2009 identified and set forth a structure to address the Department's ability to recruit and retain employees and to provide continuity in key Retirement Vulnerable position. The 2007-2009 Plan focused on providing managers with strategic methods for making human resource decisions, addressing present and anticipated workforce issues and anticipating change rather than being surprised by events. Much of this plan carries forward in the DHS Workforce Plan 2009-2011 with metrics added to measure progress and effectiveness. At the Department level, the plan adopts a global, integrated approach to addressing key priorities. However, to be useful as a management tool, the plan must gain its legitimacy through the continued engagement of managers with human resource specialists who have day-to-day responsibilities within program divisions. At the division level, strategies incorporate appropriate elements of the Workforce Plan in seeking to address critical hiring needs and retirement vulnerabilities associated with specific job classifications and work units.

Finally, the DHS Workforce Plan 2009-2011 continues the effort to address external challenges that have emerged consistently across the Department's divisions and business units. While these are not within the scope of the Plan to address, we include these challenges so that they can be considered at the appropriate enterprise level.

III. WORKFORCE ANALYSIS: CHALLENGES AND STRATEGIES

The Department of Health Services (DHS) Workforce Plan 2009-2011 is predicated on the same sense of urgency that gave impetus to the DHFS Workforce Plan 2007-2009. Our workforce is aging; many employees are eligible or soon will be eligible for retirement. As the labor pool shrinks, we continue to face greater competition to attract and retain a qualified and diverse workforce to serve the public in a variety of important jobs. As the result of an intensive department-wide effort to identify important workforce planning challenges the agency was facing, the 2007-2009 Workforce Plan focused on three major themes—Recruitment, Retention and Retirement Vulnerability—that emerged as priorities across divisions, and proposed strategies to address these priorities.

The DHFS Workforce Plan 2007-2009 was intended to build a structure to provide managers with strategic methods for making human resource decisions, addressing present and anticipated workforce issues and anticipating change rather than being surprised by events. Now that the structure is in place, the DHS Workforce Plan 2009-2011 re-examines challenges, fine-tunes solutions and adds metrics to measure our progress and effectiveness.

With the creation of the Department of Children and Families as a separate agency, we move into the 2009-2011 biennium as the Department of Health Services. In achieving the mission and the goals of our newly redefined Department, we continue to be faced with the same workforce challenges: critical recruitment needs, retention issues, and retirement vulnerabilities associated with specific job classifications, divisions and facilities. While we understand that challenges related to hiring, retention and retirement are not unique to the DHS or even to the State of Wisconsin, we believe the strategies we have developed in the last planning cycle will help us begin to recognize measurable success in addressing the distinct needs facing our Department.

DHS WORKFORCE CHALLENGES

1. **Recruitment of qualified and diverse applicants for key positions**
   DHS must continue to improve its ability to attract qualified and diverse applicants in a variety of classifications including but not limited to Nurse Clinicians, Resident Care technicians, Psychiatric Technicians, Social Workers, and a variety of supervisory, managerial and under-utilized positions. Projected shortage of qualified workers in many of these occupations, particularly health care professions, will further strain the Department's ability to attract and retain a diverse and qualified workforce. As the Department strives to meet its key priorities, it is critical that we continue to attract the right individuals for the right jobs and the right times.

2. **Reduction of turnover in a variety of classes**
   In order to retain a qualified and diverse workforce, DHS needs to reduce turnover in a variety of classifications including many at entry level and those providing critical direct services to clients. Examples include but are not limited to RCT, LPN, various administrative support, Food Service, Nursing Supervisor, Nurse Clinician and other nursing related classes, paraprofessional and professional classifications.

3. **Retirement Vulnerability**
   DHS continues to face and must address widespread retirement vulnerability in numerous key management and supervisory positions and in a variety of important classifications across the spectrum of occupational categories. Since the loss of knowledge and work interruptions experienced when key employees retire can be disruptive to business operations, and since the

potential for large numbers of key employees to retire within the next few years is great, effective transfer of knowledge is critical.

DHS WORKFORCE STRATEGIES

DHS strategies reflect a flexible and adaptive approach to addressing workforce needs. This approach recognizes that the Department is not a static monolith, but rather an evolving system that has many varied aspects and is fluid and dynamic. Continuing and building on the 2007-2009 plan, this plan continues to focus on using and enhancing existing tools, systems, and structures, and developing new tools, systems, and structures that provide a framework for effective workforce planning and decision making.

In addition, the 2009-2011 plan continues to recognize the criticality of the three themes central to DHS workforce planning efforts, recruitment, retention, and retirement vulnerability, while building on the notion that the themes are interrelated and dependent. This plan is designed to support the principles and objectives of the DHS Affirmative Action Plan 2008-2011. The implementation of this plan includes coordination with both the DHS Affirmative Action Office and the Affirmative Action Advisory Committee. The primary agency-level DHS workforce planning strategies for 2009-2011 include:

- **Develop a Department Brand**
  Key to the Department-wide recruitment and retention efforts is the development and implementation of a Department Brand. Managed as a business tool, the Brand will convey the character, values and purpose of our organization to the employees of the Department and to the general public in support of workforce planning. Our branding efforts will be complementary to and used in conjunction with the Office of State Employment Relations (OSER) branding efforts.

- **Develop and implement tools and resources to support recruitment and retention efforts**
  DHS will continue to develop and implement or enhance best practice tools and resources to support supervisors in the areas of recruitment and retention as well as provide information to Department managers and employees that will help them in their jobs. Examples of results from the 2007-2009 DHFS Workforce Plan include a brochure, recruitment packets, a video, and speaking points promoting public service careers, and a screencast on-line version of the Department's Payroll and Benefits orientation for new employees. In addition, a supervisors' resource page has been added to the DHS WorkWeb, which currently includes resources such as a calendar of career fairs and other recruitment resources. Additional resources will continue to be added has they are identified and/or developed.

- **Collaborate with DHS managers in support of workforce planning.**
  In order to provide workforce planning support for the critical priorities identified by the Department, it is critical that DHS managers and HR work collaboratively in ongoing dialogue to ensure our workforce is optimally aligned with the Department's strategic business needs. This includes reviewing positions, work assignments, and organizational structures to ensure that work units have the right number of people with the right skills in the right jobs at the right times. This collaboration occurs through regular standing meetings as well as ad hoc work teams to focus on specific or emerging issues, such recruitment or retention problems in a specific occupational area or work unit.

- **Identify and assess patterns in turnover**
  The DHFS Workforce Plan 2007-2009 included efforts to determine the reason for turnover including identifying trends apparent in the Exit Interview Questionnaire (EIQ) data, revising the

Employee Survey to provide a baseline for the EIQ, and updating the Performance Planning and Development (PPD) tool. The EIQ data will continue to be used to assess patterns in turnover, develop ways to support employees, respond to problems that are identified, and to encourage retention Department-wide. The Bureau of Personnel and Employment Relations (BPER) will share these results with Division Administrators and discuss refining strategies to promote retention.

- **Continue documenting and implement best practices for retaining staff**
  Throughout the DHFS Workforce Plan 2007-2009 cycle and earlier, flexible work arrangements including flexible hours and telework were tested and piloted throughout the Department. In the 2009-2011 cycle, DHS will identify and share policies and best practices of its work units where more flexible work arrangements have been implemented and used successfully. DHS will develop continuing and ongoing forums to discuss and recommend strategies to address retention issues such as forced overtime. In addition, the Department will continuously promote a healthy work environment through programs and activities that encourage wellness and recognize the accomplishments of our employees.

- **Implement and continue creative training strategies**
  The DHFS Workforce Plan 2007-2009 included important work in promoting the importance of welcoming and training new employees through orientation training programs and activities. This planning cycle included the development of an Internship Program, a Leadership Institute, as well as the revitalization of the Department's mentoring program. Full implementation of these programs will continue their effectiveness will be measured in the DHS 2009-2011 Workforce Planning cycle. DHS will continue to offer an extensive and robust curriculum of excellent programmatic and non-programmatic training opportunities developed based on training needs assessments.

- **Coordinate with the DHS Affirmative Action Advisory Committee**
  Throughout the 2007-2009 DHFS Workforce Planning cycle, members of the Department's Affirmative Action Advisory Committee (AAAC) participated in workforce planning efforts, and the Workforce Planning Project Team regularly attended and provided status reports to the DHS AAAC. This collaborative interaction was crucial to the success of the efforts of both groups and will continue throughout DHS Workforce Plan 2009-2011. The AAAC will be kept informed at each of its regular meetings of all workforce planning initiatives and will assist in coordinating planning efforts related to New Employee Orientation, mentoring and other tools and programs related to recruitment and retention. In addition, the DHS Affirmative Action Office will participate, and will invite AAAC participation as appropriate, in operationalizing the DHS Internship Program, co-sponsoring the DHS Leadership Institute Scholarship Program, and implementing the DHS Recruitment Plan.

- **Provide competitive compensation**
  Using the flexible pay provisions associated with broadbanding, DHS seeks to offer pay rates competitive with the labor market and other State agencies. DHS compensation decisions will continue to be data-driven, using available data and resources such as PIVS to support and advise the decision-making process.

- **Implement Department-wide Strategic Recruitment Plan**
  The 2007-2009 DHFS Workforce Planning team developed a Strategic Recruitment Plan that identified approaches to leverage and coordinate agency resources, improve the effectiveness of the hiring process, and provide effective marketing of the Department as an employer of choice. The Recruitment Plan, ready to be implemented in the 2009-2011, will help ensure efficient delivery of services, modify current recruitment practices and procedures, and better capture and

analyze candidate data. Key elements of the plan include establishing a department-wide recruitment committee, focusing on hard-to-fill classifications, and conducting targeted recruitment activities to ensure a diverse and qualified workforce.

- **Engage incumbents in key positions in knowledge journaling and documenting of key operating procedures**
  DHS will identify and document core job competencies for key positions, and will use knowledge management tools including mentoring, coaching, peer advising and employee development programs to ensure these competencies are transferred to new employees. The agency will also define and document key operating procedures.

- **Identify core competencies of key positions**
  DHS will identify competencies of key positions and survey current incumbents in key positions to determine what additional information would have been useful for them to know at the time of hire. This information will be used to revise recruitment materials, testing, the interview process, to enhance new employee orientation programs, and to encourage employee retention.

- **Expand transitional retirement options to transfer knowledge and maintain work continuity**
  DHS will identify opportunities and structure positions to allow retirement ready or already retired employees in key positions to work for the Department in less than full time or other flexible work capacities. DHS will work with OSER to create rules, regulations and/or statutory language that better support transitional retirement. The goal here is to provide strategies to mitigate loss of program and institutional knowledge and provide work continuity by optimalizing the ability of the incumbent to transition into retirement while mentoring the successor to the position.

- **Identify key positions in which the newly hired staff will begin work while the incumbent is still in the position to provide knowledge transfer and mentoring**
  DHS will identify key positions for which divisions will identify and/or reallocate resources to pay for newly hired staff to begin work while the incumbent is still in the position. For each position identified, divisions will determine the length of overlap time needed.

- **Identify issues and concerns that need to be addressed by OSER or at bargaining**
  Compensation and fringe benefits are major factors in effective recruitment. Salaries that are below market rates affect recruitment efforts for many key positions. In addition, the six-month wait for the state contribution toward health insurance premiums was identified in the DHFS Workforce Plan 2007-2009 as a major impediment to recruiting efforts. OSER's support was a major factor in reducing the wait period for health insurance premiums during the past biennium. DHS appreciates OSER's continued support in addressing other barriers to effective recruitment through the collective bargaining process, or by pursuing rule or statutory changes.

EXTERNAL CHALLENGES

The Department of Health Services continues to face external issues that challenge effective workforce planning. In some instances, rules and statutes make it difficult to compete in the recruitment market with the non-public sector. While the following challenges are beyond our ability to address as a Department, the strategies we suggest may be considered at an enterprise level:

- Challenge: Lack of flexibility in benefits programs is a barrier to recruitment.
  Strategy: Study creating more flexibility in benefits programs (e.g., consider introducing cafeteria plans).

- Challenge: Lack of resources to provide market-based pay and temporary over hires as retirements occur in key positions.
  Strategy: Provide funding for market-based pay and temporary over-hires for job-shadowing purposes.

- Challenge: Current residency requirements create a barrier to recruiting limited-term and project employees.
  Strategy: Eliminate residency requirements for limited-term and project employees.

- Challenge: Need for authorizing mechanism giving agencies opportunity to develop job shadowing or internship opportunities with private or non-public sector employees.
  Strategy: Increase partnerships with private or non-public sector employees by modifying existing statutes to enhance the ability of agencies to enter into interchange agreements establishing or expanding job shadowing and internship opportunities.

- Challenge: Current budgetary constraints and economic realities make it difficult to compensate employees at a level sufficient to encourage excellence of performance, to avoid negative salary growth, and to maintain the labor market competitiveness necessary to recruit and retain a competent workforce.
  Strategy: Identify additional ways to recognize the significant value state employees provide to the State of Wisconsin, the contributions and rewards of a public service career in the context of economic realities in both the public and private sectors.

- Challenge: Many key positions in DHS are filled by retirement-ready employees who could continue to work in less than full time or other flexible work conditions while mentoring successors to their positions if we had alternative job categories to work with.
  Strategy: Create alternative job categories to allow semi-retired employees flexible employment opportunities.

MEASURING OUTCOMES (METRICS)

DHS Workforce Plan 2009-2011 metrics focus on outcome measurements that provide a succinct and clear picture of workforce trends and issues. In keeping with the focus of the plan, the measures are strategic in nature. The metrics are directly linked to the plan's three key themes and to the identified strategies. They will be used to support and inform decision making with respect to workforce planning.

Metric	Supervisor and Employee Usage of Workforce Planning Tools and Resources
What it measures	How often supervisor and employees are accessing workforce planning tools and resources, based on number of webpage "hits" and surveys of usefulness.
Why it is important	Indicates use and value of tools and resources.
2009-2011 Target	Establish a baseline for the number of hits and measure trends; survey users for usefulness of resources and tools.

Metric	Candidate Quality, Quantity, and Diversity
What it measures	How supervisors assess the quality, quantity, and diversity of candidates on a 5-point scale.
Why it is important	Indicates success of DHS recruitment methods at attracting qualified and diverse candidates for job opportunities.
2009-2011 Target	At least 85% of ratings in each category score "3" or higher.

Metric	Female, Minority composition of DHS Workforce
What it measures	Percent of females and minorities in DHS workforce, including trends over time.
Why it is important	Indicates overall levels and trends of diversity in DHS workforce.
2009-2011 Target	DHS representation at least equal to State agency averages.

Metric	New Hire Turnover (Turnover in first year of employment)
What it measures	Turnover within 1st year of employment (voluntary and involuntary), including trends over time.
Why it is important	Low rates of voluntary turnover within 1st year of employment indicates retention success. Involuntary turnover within 1st year or employment indicates recruitment success.
2009-2011 Target	Reduction in both aspects over time.

Metric	Compensation Analysis
What it measures	Comparison of DHS average pay rates to state averages for broadband classifications, including trends over time.
Why it is important	Indicates effectiveness of DHS compensation strategies and competitiveness with other agencies.
2009-2011 Target	DHS pay upon appointment practices and broadband pay rates are "competitive" with other state agencies – i.e., near the median.

Metric	Percent of job offers accepted
What it measures	The ratio of accepted to declined job offers.
Why it is important	Measures the success of recruitment efforts, including our ability to compete effectively in the labor market.
2009-2011 Target	Establish base line and measure trends.

Metric	Vacancy Rates
What it measures	Vacancy rates for DHS, including key classifications, occupational areas, and/or work units.
Why it is important	Indicates the number of positions unfilled or vacant.
2009-2011 Target	Establish base line and measure trends.

Metric	Competencies Identified
What it measures	Percentage of key positions for which core competencies have been identified.
Why it is important	Indicates number of key positions in which competencies have been identified thereby providing for better recruitments and increased retention.
2009-2011 Target	Core competences identified in at least 85% of identified key positions by July 1, 2011.

Metric	Leadership Institute Graduates
What it measures	Number of DHS employees who have completed DHS LI program.
Why it is important	Indicates potential leaders available for career development and succession planning.
2009-2011 Target	75 graduates by July 1, 2011.

| Metric	Percent of employees in key retirement-vulnerable and other targeted positions engaged in knowledge management and journaling
What it measures	Number of employees in key retirement-vulnerable and other targeted positions engaged in knowledge management and journaling
Why it is important	Indicates DHS commitment to knowledge management and work continuity.
2009-2011 Target	85% of key retirement vulnerable position incumbents engaged in knowledge management/journaling by July 1, 2011.

Metric	Percent of employees retiring vs. eligible to retire
What it measures	Number of DHS employees retiring relative to the number eligible to retire.
Why it is important	Indicates actual number of retirements as opposed to projected data.
2009-2011 Target	Establish baselines and measure trends.

Metric	Turnover Rates
What it measures	Turnover rates for DHS, including key classifications (i.e., managers, facility staff—nurses, clinicians, RCTs, and other classifications specifically requested by division administrators or the Office of the Secretary), occupational areas, and/or work units.
Why it is important	Indicates success in retaining employees in key positions.
2009-2011 Target	Establish baselines and measure trends.

METRICS MATRIX

The DHS 2009-2011 Workforce Planning metrics reflect the interrelationship and dependency between the three primary workforce planning challenges of recruitment, retention, and retirement vulnerability. This matrix identifies the linkage between the metrics and the identified workforce planning challenges while demonstrating that interrelationship and dependency

Recruitment — Metrics — Retention — Retirement Vulnerability
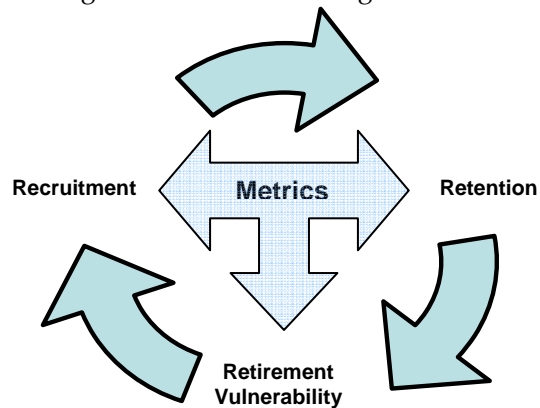
Metrics	Workforce Planning Challenges		
	Recruitment	Retention	Retirement Vulnerability
1. Ratio of accepted to declined job offers	X		
2. Candidate Quality, Quantity, and Diversity	X		
3. Female and minority composition of DHS workforce	X	X	
4. 1st year turnover rates	X	X	
5. Compensation benchmarking	X	X	
6. Percent of positions for which competencies have been defined	X	X	X
7. Resource/Tool usage	X	X	X
8. Turnover Rates		X	X
9. Number of employees completing DHS Leadership Institute		X	X
10. Percent of employees engaged in knowledge journaling/management			X
11. Percent of eligible employees actually retiring			X

Actions	Responsible Parties	Timeline
Begin gathering/tracking baseline and trend data	BPER	July, 2008
Produce updated metric scorecards for review by the project's Executive Sponsor and the Office of the Secretary and publish on BPER's page on the DHS workweb	BPER	Semi-annually beginning with the first quarter of FY 2009
Provide Executive Briefing	Workforce Planning Team	Quarterly beginning with the first quarter of FY 2009
Finalize Communications Plan	Workforce Planning Team	August, 2008
Present Strategic Recruitment Plan, including Recruitment Advisory Team concept, for Executive review prior to implementation	Workforce Planning Team	July, 2008
Form Recruitment Advisory Team	Workforce Planning Team	September, 2008
Identify and propose DHS Brand ▪ Conduct focus groups ▪ Compile focus group information and identify trends and values ▪ Invite DHS employees to submit "brand/logo" ideas ▪ Propose DHS brand to Executive Team	Workforce Planning Team engaging with employees Department-wide	July, 2008
Implement New Employee, Supervisor Resource pages on DHS WorkWeb	BPER	Beginning in July and ongoing thereafter
Provide topical training (webcast/ teleconference) to help supervisors understand and successfully use tools discussed in this plan: ▪ Identify, define and use core competencies ▪ Understand and use knowledge management and journaling ▪ Understand compensation rules ▪ Use internships effectively ▪ Consider ways to alleviate employee turnover and encourage retention ▪ Consider transitional retirement options	Workforce Planning Team in collaboration with divisional managers	Beginning in September and provided quarterly
Provide EIQ information ▪ Review EIQ data quarterly, develop and distribute reports	Training working with data contributed by exiting employees department-wide	Semi-annually
Conduct DHS Leadership Institutes	Training in collaboration with DHS Executive Staff and division administrators and managers department-wide	Semi-annually
Coordinate w/ AAAC ▪ Workforce Planning Team will meet quarterly with AAAC to discuss workforce planning status and issues ▪ AAAC will have input on implementing	Workforce Planning Team in collaboration with the DHS Affirmative Action Office and the AAAC	Ongoing

the Workforce Recruitment Plan including serving on the Recruitment Advisory Team ▪ Assist in maximizing referral and consideration of disabled veterans in hiring process		
Refine DHS Internship Program working with AA to develop a more creative approach to: ▪ Engaging DHS Divisions in program ▪ Marketing internships	Workforce Planning Team in collaboration with DHS managers department-wide	Beginning in October 2008
Define Core Competencies ▪ Identify key positions for which competencies will be defined	Workforce Planning Team working with divisional managers department-wide	Beginning in September
Implement Knowledge Management Tools ▪ Encourage divisions and work units to develop procedural guides ▪ Provide "hands-on" workshops in knowledge journaling ▪ Encourage divisions to engage in knowledge journaling incumbents in key retirement-vulnerable or high-turnover, hard to recruit positions	Workforce Planning Team working with managers department-wide	Beginning in September 2008 and then quarterly
Conduct Pay Upon Appointment Reviews	DES AO/BPER	Bi-weekly

APPENDIX 2 – COMMUNICATION PLAN

Actions	Responsible Parties	Timeline
Present plan to Executive Sponsors	BPER	May, 2008
Submit plan to OSER	SO	May 23, 2008
Provide Executive Briefings	Workforce Planning Team	Quarterly, beginning with the first quarter of FY 2009
Finalize Communications Plan	Workforce Planning Team	August, 2008
Publish Plan on Work Web	Workforce Planning Team	July, 2008
Publish New Employee, Supervisor Resource pages on DHS WorkWeb and provide article for the DHS Focus newsletter	Workforce Planning Team	As published, ongoing
Establish Recruitment Advisory Team and develop ongoing meeting schedule	Workforce Planning Team	September, 2008
Provide updates at monthly divisional meetings and as requested	Workforce Planning Team	Beginning in July, 2008 and ongoing
Meet with AAAC	Workforce Planning Team	Quarterly, beginning in July
Provide informational articles, training opportunities and reports through the DHS Focus newsletter	Workforce Planning Team	From time to time

The Department of Health Services is the third largest State of Wisconsin agency, when the University of Wisconsin System is included. As of July 2008 over 5600 permanent employees worked for the Department throughout the state, including the Department's Central Office, seven facilities, and numerous regional offices.

Except as noted, the following demographic data reflects the reorganization that constituted the new Department of Children and Families effective July 1, 2008. As a result of this reorganization, approximately 325 employees moved to the new Department.

Classification and Compensation

DHS employees perform an incredible array of jobs, covering the virtually the entire spectrum of occupation types. As of July 2008 DHS employees could be found in more than 400 different job classifications. Over 30% of the Department's workforce - roughly 1,700 employees – works as Resident Care and Psychiatric Care Technicians, providing direct care to patients and residents at DHS facilities. A variety of administrative support positions, social workers, correctional officers, registered nurses, and a host of other occupations make up the remainder of the Department's 25 most populous job classifications. All together, over 3,400 employees – more than three-fifths of our workforce – are employed in these 25 classification titles, which are listed in Table 1, below.

Table 1: 25 Most Populous Classes, DHS		
Classification Title	**# Employees**	**Average Rate**
RESIDENT CARE TECH 2	827	$15.705
PSYCHIATRIC CARE TECHNICIAN	503	$18.136
RESIDENT CARE TECH 1	401	$12.489
NURSE CLINICIAN 2	302	$31.232
OFFICE OPERATIONS ASSOCIATE	135	$15.268
LICENSED PRACTICAL NURSE	99	$20.664
CUSTODIAN	85	$12.594
OFFICE ASSOCIATE	82	$13.890
CORRECTIONAL OFFICER	77	$18.106
NURSING CONSULTANT 1	76	$30.262
FOOD SERVICE ASSISTANT 2	75	$12.972
THERAPIST-SENIOR	68	$27.735
RESIDENT CARE SUPERVISOR	67	$19.967
NURSING SUPERVISOR	64	$41.037
PROGRAM AND PLANNING ANALYST-ADV	63	$26.852
SOCIAL WORKER-SENIOR	62	$23.262
DISABILITY CLAIMS REVIEWER	61	$23.843
PSYCHIATRIC CARE SUPERVISOR	56	$23.494
TEACHER	55	$25.716
PUBLIC HEALTH EDUCATOR-ADV	50	$30.149
HUMAN SERVICES PROGRAM COORD-SEN	49	$25.625
THERAPY ASSISTANT-OBJ	46	$19.619
OPERATIONS PROGRAM ASSOCIATE (B)	45	$17.149
HEALTH SERVICES SPECIALIST 1	44	$22.208
PSYCHOLOGIST-LICENSED	41	$29.650

Source: DHS Personnel/Payroll Input and Verification System (PIVS) data, as of July 10, 2008.

While the majority of employees can be found in one of the aforementioned classifications, the broad variety of programs administered and services provided by the Department means a lot of unique positions as well. Almost 350 employees work in job classifications with three or fewer employees; over 100 employees work in single position classifications.

The average base rate of pay for DHS employees is $22.62 per hour or about $47,232 per year for a full-time employee, ranging from a low of $10.898 per hour to a high of $92.709 per hour.[1] Table 1 shows the average hourly rate for employees in the 25 most populous classification titles.

Union Representation

Given the vast number and diversity of jobs, it is not surprising that DHS employees are represented by almost every certified bargaining unit in the State of Wisconsin. Table 2, below, lists the bargaining units currently representing DHS employees. The table also shows the percentage of Department employees represented by each bargaining unit and who are non-represented, as well as the more common jobs associated with each bargaining unit. Nearly 60% of the DHS workforce, and approximately 70% of those working within a facility, is represented by one of the five Wisconsin State Employees Union (WSEU) bargaining units.

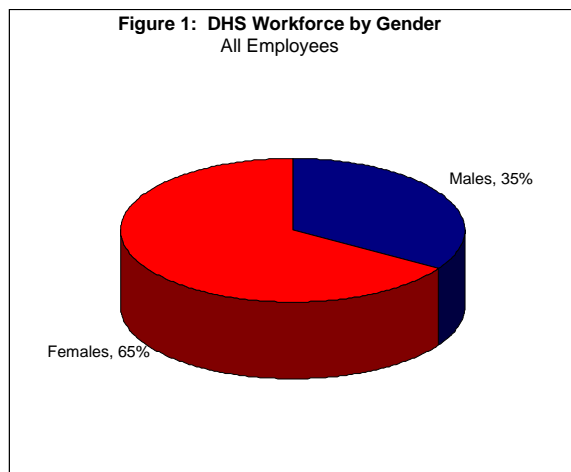| Table 2: DHS Employees by Bargaining Unit		
Bargaining Unit	**Pct Employees**	**Common Job Types**
WSEU - Administrative Support	7.8%	Office Operations Associate, Office Associate, Operations Program Associate
WSEU - Blue Collar	7.6%	Custodian, Food Service Assistant, Power Plant Operator, Laundry Worker
Building and Trades Council	0.5%	Electrician, Painter, Plumber, Carpenter
WSEU - Security and Public Safety	10.4%	Psychiatric Care Technician, Correctional Officer
WSEU - Technical	25.8%	Resident Care Technician, Licensed Practical Nurse, Therapy Assistant, Occupational Therapy Assistant, Pharmacy Technician
Wisconsin Professional Employees Council	7.1%	IS Professionals, Human Services Program Coordinator, Program and Planning Analyst, Accountant, Auditor, Contract Specialist
Professional Employees in Research, Statistics, and Analysis	1.4%	Research Analyst
Wisconsin State Attorneys Association	0.2%	Attorney
Wisconsin Physicians and Dentists Association	1.1%	Physician, Psychiatrist, Dentist
Service Employees International Union	12.9%	Nurse Clinician, Nursing Consultant, Public Health Educator, Therapist, Occupational Therapist
WSEU - Professional Social Services	8.0%	Social Worker, Psychologist, Disability Claims Specialist, Disability Claims Reviewer, Health Services Specialist, Lic./Cert. Specialist
Wisconsin Education Association Council	1.1%	Teacher
Wisconsin Engineering Association	0.5%	Civil Engineer, Nuclear Engineer
Wisconsin Science Professionals	0.8%	Public Health Sanitarian, Pharmacist
Nonrepresented Employees	14.7%	Supervisors, Managers, Confidential Employees

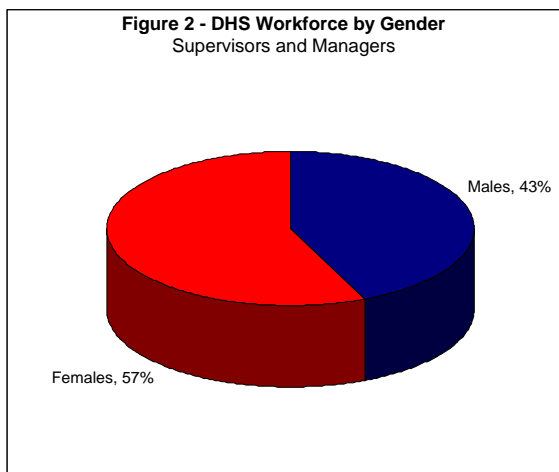*Source: PIVS data as of July 10, 2008.*

---

[1] Includes permanent, project, and unclassified appointments as of July 1, 2008

Gender

Two-thirds of DHS employees are female, compared approximately 51% for the State of Wisconsin as a whole. Roughly 57% of DHS supervisors and managers are females.   Figures 1 and 2 below show the breakdown of male and female employees in DHS.
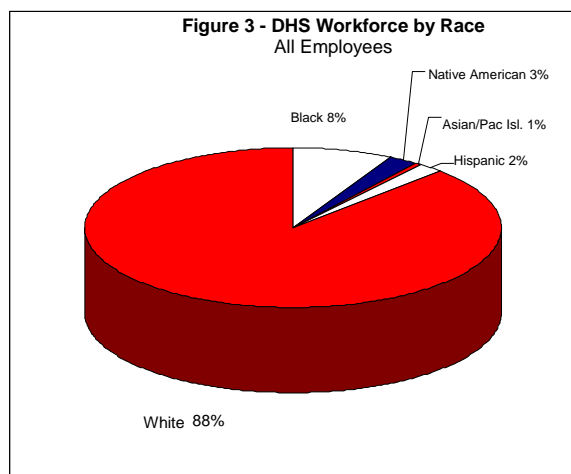
Figure 1: DHS Workforce by Gender
All Employees

Males, 35%

Females, 65%

Source: PIVS data, as of July 10, 2008

Figure 2 - DHS Workforce by Gender
Supervisors and Managers

Males, 43%

Females, 57%

Source: PIVS data, as of July 10, 2008

Race

Overall, minorities comprise over 12% of the DHS workforce, compared to 10% for the State of Wisconsin as a whole.[2] Minorities comprise nearly 7% of supervisory and management staff in the Department. A breakdown of the DHS workforce by specific affirmative action race groups can be seen in Figures 3 and 4, below.

Figure 3 - DHS Workforce by Race
All Employees

Native American 3%

Black 8%

Asian/Pac Isl. 1%

Hispanic 2%

White 88%

Source: PIVS data, as of July 10, 2008

Figure 4 - DHS Workforce by Race
Supervisors and Managers

Native American 1%

Asian/ Pacific Isl. 1%

Black 4%

Hispanic 1%

White 93%
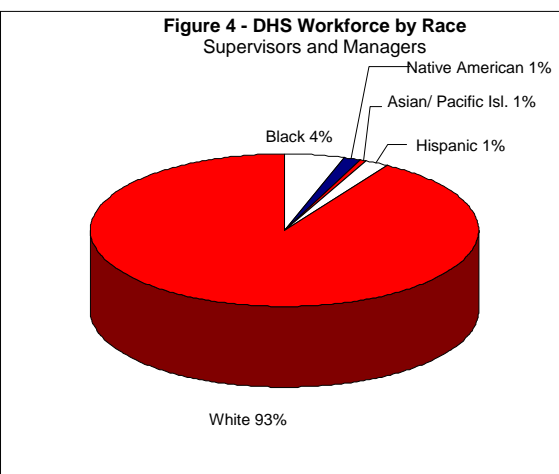
Source: PIVS data, as of July 10, 2008

---

[2] *Source: State of Wisconsin Workforce Planning & Fact Book, Fiscal Years 2005-2009*

Age

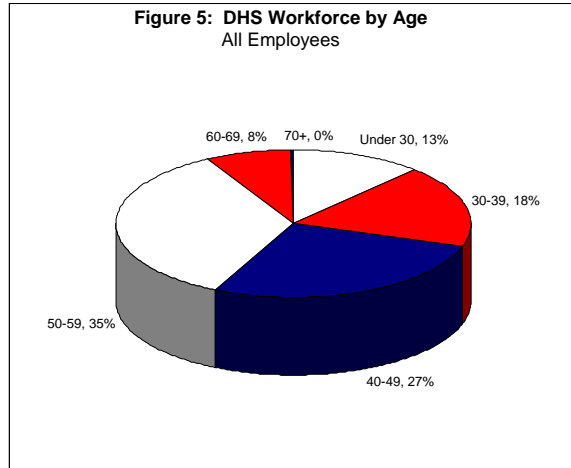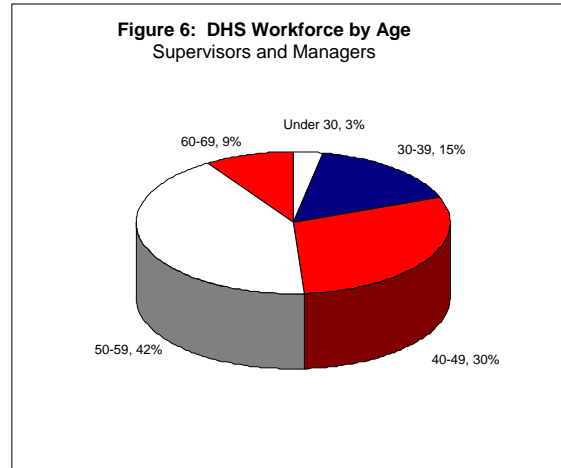The average age of DHS employees is 45.7 years; the average age of DHS managers and supervisors is 49.0. Forty-three percent (43%) of all DHS employees are age 50 or older; fifty-two percent (52%) of supervisors and managers are 50 or older. By comparison, only 13% of the overall DHS workforce and only 3% of supervisors and managers are under age 30. For the State of Wisconsin as a whole, approximately 9% of permanent classified employees are under age 30 and 41% are over age 50.[3] Figures 5 and 6, below, shows the breakdown of DHS employees by age category.

Figure 5: DHS Workforce by Age
All Employees

60-69, 8% 70+, 0% Under 30, 13%
30-39, 18%
40-49, 27%
50-59, 35%

Source: PIVS data, as of July 10, 2008

Figure 6: DHS Workforce by Age
Supervisors and Managers

Under 30, 3%
60-69, 9%
30-39, 15%
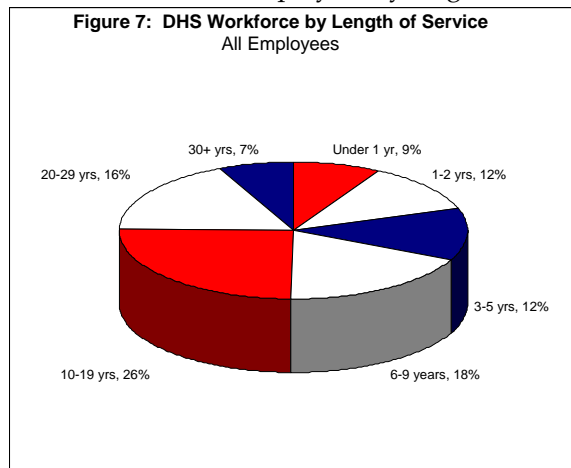40-49, 30%
50-59, 42%

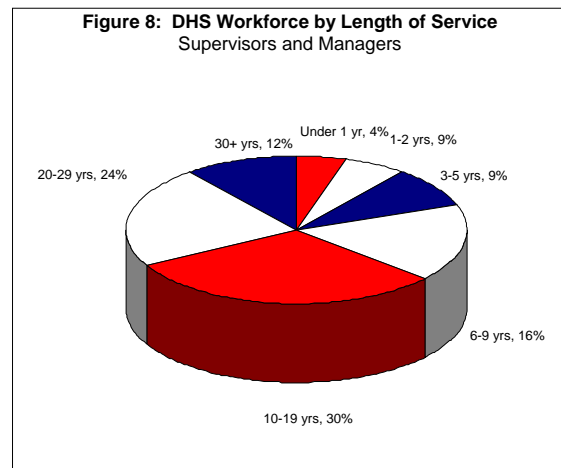*Source: PIVS data, as of April 29, 2008*

State Service

DHS employees average 12.7 years of state service overall. Roughly 9% of DHS employees have less than one year of service and 21% have less than three years. Conversely, 25% have more than 20 years or service and 7% have 30 or more.

By comparison, DHS supervisors and managers average 16.3 years of state service. Approximately 9% of DHS supervisors and managers have less than three years of state service and 36% have more than 20 years. More than 12% have 30 or more years of state service. Figures 7 and 8, below, shows the breakdown of DHS employees by length of service.

Figure 7: DHS Workforce by Length of Service
All Employees

30+ yrs, 7% Under 1 yr, 9%
20-29 yrs, 16% 1-2 yrs, 12%
3-5 yrs, 12%
10-19 yrs, 26% 6-9 years, 18%

Source: PIVS data, as of July 10, 2008

Figure 8: DHS Workforce by Length of Service
Supervisors and Managers

30+ yrs, 12% Under 1 yr, 4% 1-2 yrs, 9%
20-29 yrs, 24% 3-5 yrs, 9%
6-9 yrs, 16%
10-19 yrs, 30%

Source: PIVS data, as of July 10, 2008

---

[3] *Source: State of Wisconsin Workforce Planning & Fact Book, Fiscal Years 2005-2009*

Turnover

The DHFS turnover rate for FY2007 was approximately 15%. About 83% of separations were voluntary, and nearly half of the voluntary separations involved employees moving within state service (e.g., promoting, transferring). Retirements constituted around 15% of all DHFS separations and involuntary separations, including discharge and layoff, accounted for about 12% of turnover. See Table 3, below, for a more detailed breakdown of reasons for separation.

Table 3: Reason for Separation

Reason	Number	Percentage
Health, Family, Disability	46	5.3%
Promotion	99	11.3%
Retirement	131	15.0%
Transfer	205	23.4%
Demotion	20	2.3%
Other Voluntary Separation	272	31.1%
Involuntary Separation	102	11.7%

Source: Workforce Planning data provided by the Office of State Employment Relations (OSER), January 29, 2008.
Note: This data includes separations from positions that became part of the Department of Children and Families on July 1, 2008

Rates for the 25 DHFS classifications with the highest turnover in FY07 ranged from about 19% to over 58%. Table 4, below, details the FY07 turnover rates for those classifications, including the percent of separations for each class by category.

Table 4: DHFS Classes with Highest Turnover, FY07

Classification Title	No. Employees	FY07 Turnover Pct	Health, Family, Disability	Retired	Other Voluntary	Demotion	Transfer	Promotion	Involuntary
Resident Care Tech 1	295	58.2%	6.4%	0.0%	52.6%	0.0%	8.8%	0.6%	31.6%
Food Service Assistant 1	33	45.9%	0.0%	0.0%	47.1%	0.0%	35.3%	17.6%	0.0%
Nuclear Engineer-Senior	8	35.3%	0.0%	33.3%	66.7%	0.0%	0.0%	0.0%	0.0%
Food Service Manager	13	34.5%	0.0%	0.0%	20.0%	0.0%	20.0%	40.0%	20.0%
Disability Determination Supv	15	31.3%	0.0%	0.0%	20.0%	20.0%	60.0%	0.0%	0.0%
Power Plant Operator-In Charge	12	30.8%	0.0%	0.0%	16.7%	0.0%	50.0%	33.3%	0.0%
Public Health Nurse 3	19	30.8%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%
Budget & Policy Analyst Div-Adv	27	29.6%	0.0%	25.0%	12.5%	0.0%	37.5%	12.5%	12.5%
Disability Associate (B)	17	28.6%	0.0%	16.7%	16.7%	0.0%	66.7%	0.0%	0.0%
Laundry Worker	18	28.6%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%	33.3%
Research Scientist	9	28.6%	20.0%	0.0%	20.0%	0.0%	0.0%	0.0%	60.0%
Social Worker-Adv	78	27.0%	20.0%	5.0%	55.0%	5.0%	10.0%	0.0%	5.0%
IS Supervisor 2	12	26.1%	0.0%	66.7%	0.0%	0.0%	33.3%	0.0%	0.0%
Health & Family Services Supv	28	25.9%	0.0%	28.6%	28.6%	14.3%	14.3%	14.3%	0.0%
Nurse Clinician 3	34	25.4%	0.0%	66.7%	0.0%	33.3%	0.0%	0.0%	0.0%
Disability Determin Spec-Entry	31	24.2%	0.0%	12.5%	25.0%	0.0%	0.0%	62.5%	0.0%
Child Protective Svcs Manager	25	23.1%	16.7%	16.7%	50.0%	0.0%	0.0%	16.7%	0.0%
Program & Planning Analyst-Adv	65	22.9%	0.0%	0.0%	25.0%	0.0%	68.8%	6.3%	0.0%
Facilities Maintenance Spec-Adv	15	22.2%	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%
Human Services Manager	9	22.2%	0.0%	25.0%	0.0%	0.0%	25.0%	50.0%	0.0%
QA Prog Spec-Senior	19	21.1%	0.0%	50.0%	0.0%	25.0%	25.0%	0.0%	0.0%
Licensed Practical Nurse	89	20.9%	10.0%	20.0%	25.0%	0.0%	20.0%	25.0%	0.0%
Program Assistant Supv - Adv	14	20.0%	0.0%	33.3%	33.3%	0.0%	33.3%	0.0%	0.0%
Nursing Consultant 2	22	19.0%	0.0%	25.0%	50.0%	0.0%	25.0%	0.0%	0.0%
Custodian	81	18.9%	0.0%	26.7%	13.3%	6.7%	40.0%	13.3%	0.0%

Source: Workforce Planning data provided by the Office of State Employment Relations (OSER), January 29, 2008.
Note: This data includes separations from positions that became part of the Department of Children and Families on July 1, 2008

Retirement Vulnerability

The DHS workforce is aging. Since July 2005, the age of the average DHS employee has increased from 45.3 to 45.9. Currently, approximately 17% of the workforce is eligible to retire without a reduction in benefits. It is projected that up to 30% of the Department's workforce will reach retirement eligibility within the next 3 years.

Table 5: DHS Classes with Highest Retirement Vulnerability, 2009-2011 Biennium		
Classification Title	**# Employees**	**Percent Eligible, FY09 - FY11**
PHYSICIAN MANAGEMENT	9	55.6%
CORRECTIONAL SERGEANT	27	55.6%
DISABILITY CLAIMS SPECIALIST	22	54.5%
HUMAN SERVICES SUPERVISOR	17	52.9%
NUCLEAR ENGINEER-SENIOR	8	50.0%
DISABILITY DETERMIN SUPV	15	46.7%
PLANNING & ANALYSIS ADMINISTRATOR	11	45.5%
PUBLIC HEALTH NURSE 3	19	42.1%
ACCOUNTANT-ADV	10	40.0%
FINANCIAL MANAGEMENT SUPERVISOR	8	37.5%
DEVELOPMENTAL DISABILITIES SPEC	22	36.4%
ATTORNEY	14	35.7%
INFORMATION SYSTEMS SUPERVISOR 2	12	33.3%
NURSING SPECIALIST	12	33.3%
HEALTH & FAMILY SERVICES MGT SUPV	15	33.3%
QUALITY ASSURANCE PROG SPEC-SENIOR	19	31.6%
PSYCHIATRIC CARE TECHNICIAN	481	31.2%
ECONOMIC SUPPORT QA SPECIALIST	10	30.0%
DISABILITY ASSOCIATE (B)	17	29.4%
PROGRAM AND PLANNING ANALYST-ADV	65	29.2%
HUMAN SERVICES AREA COORDINATOR	21	28.6%
IS SYSTMS DEVMNT SERVICES SPEC	15	26.7%
LICENSE/PERMIT PROG ASSOCIATE (B)	30	26.7%
SOCIAL SERVICES SUPERVISOR	15	26.7%
FINANCIAL SPECIALIST 3	34	26.5%

Source: Workforce Planning data provided by the Office of State Employment Relations (OSER), January 29, 2008.
Note: This data includes positions that became part of the Department of Children and Families on July 1, 2008

The number of actual retirements increased yearly from calendar year 2003 through calendar year 2006, before dropping slightly in calendar year 2007. The number of actual retirements for calendar years 2003-2007 were[4]:

2003 – 150
2004 – 155
2005 – 166
2006 – 186
2007 – 164

---

[4] *Source: PIVS data, as of May 12, 2008*